Welcome

Before we get started…………

General Housekeeping

- Sign-In sheet
- Indicate on sign-in if you need proof of attendance and give e-mail if you registered at the door.
- Emergency info
- This is a non-smoking facility.
- Don't prop doors open.
- All doors except main entrance have a key pad.
- Recycling is available.
- Restrooms
- Vending machines
- Breaks
- Thanks to Amanda Starks

Kentucky Division of Compliance Assistance

- Kentucky Brownfield Redevelopment Program
- KY EXCEL
- Environmental Compliance Assistance Program
- Operator Certification-Drinking Water, Wastewater and Solid Waste Operators

Amanda LeFevre

- Nonprofit and government experience

- Working with EPA brownfield grants since 2006

- Zero to first in the region in brownfield grants

- EPA Environmental Education Grant for KSI

- EPA Source Reduction Grant for green lodging

- EPA Brownfield Revolving Loan Fund Grant

Introductions

- Who are you?

- What do you hope to learn?

Provisos, Disclaimers, Quid Pro Quo, etc.

- I don't promise to make you an expert, but hope to increase your knowledge.

- Attending this will not guarantee you will get a grant, but hopefully you will get closer.

- You can use all the tips and tricks, but in the end grants are subjective.

Grant Writing

The Basics

The Grant Process

REJECTED

Some grant proposals are rejected because they contain bad ideas.

Most grant proposals are rejected because they contain good ideas that are poorly written.

Top 10 Reasons Proposals Fail

- Proposal doesn't match funder's priorities.

- Organization is out-of-service region.

- Proposals do not follow format.

- Proposal is poorly written/hard to understand.

- Budget is not within the funding range.

- Organization is not credible.

Top 10 cont.

- Not an urgent problem/ see no impact with program.

- Activities greatly exceed funding and timeline.

- Funds were allocated and you missed the cut.

- Program will not be sustainable after the grant is completed.

What Successful Grant Writing Organizations Look Like

- The mission, objectives and goals for the organization are clear.

- Encourage creativity and new ideas.

- Are in tune with needs-perhaps have done a formal needs assessment.

- Consider partnerships.

- Have management support.

"Never, ever, think outside the box."

- Establish processes for quality control.
- Share RFPs with staff. Brainstorm.
- Provide staff with grant writing training.
- ID funders and get on their

mailing list.

- Consider staff incentives.

Atta-girls and atta-boys count.

Keys to Funding Success

- Identify funders that are a good match for you.

- Get to know potential funders- What have they funded in the past? Do your homework.

- Avoid duplication of services.

- Partner with other organizations – win, win, win.

- Write a strong proposal- clear, concise & interesting

Keys to Funding Success

- Follow-up your proposal with personal contact (more for foundation).

- Thank the funders.

- Don't give up if rejected.

- Evaluate your proposal.

- Continue relationship building, but don't be a pest.

Foundation vs. Federal

FOUNDATION/CORPORATE

- Good start-up funding
- Less formal
- Can be as simple as a letter- 2-4 pages- harder to write??
- Reporting not as structured
- Fewer applicants
- Flexible to unique circumstances
- Priorities can change from year to year
- Can be very specific

FEDERAL

- Set by legislation
- Structured and somewhat predictable application process
- Multiple-year budget opportunities and indirect costs
- Can hire staff
- Very prescribed format

Is It Right for Us?

QUESTIONS TO ASK

- Is the purpose of the funding opportunity compatible with our mission?

- Is something similar already part of our long-term plan?

- Is our organization eligible?

- Is the deadline realistic given resources and time available? Can we produce a technically qualified, highly competitive and timely proposal?

- Is the amount available compatible with our funding needs?

- Are you comfortable with the mission, vision and values of the funding organization?

- How competitive will the funding be?

- Are we prepared to live up to the terms of the grant award?
  - Reporting
  - Accounting/financial responsibility
  - Evaluation requirements
  - Other

The Basics of Writing

- Read the proposal, re-read and read again.
- Follow prescribed page length.
- Make it easy to read. Think about having to review 30 grants.
  - Use short paragraphs.
  - Create clear titles and subtitles that follow guidance.
  - Don't overdo bold and underlining.
  - If there aren't requirements on spacing and format, don't try to cram too much on one page.
  - Font size 11 pt. or higher, but that may be specified.

The Basics of Writing (cont.)

- Be careful with the plea- don't be too desperate.

- Keep it real in terms of scope and capability.

- Find a good editor and extra sets of eyes. Is your mom busy?

- Use quality paper so your proposal looks nice.

- For federal grants especially, packet should look like an 8th-grade book report.

- Write in 3rd person.

The Basics of Writing (cont.)

- Watch the submission requirements.
  - How many proposals do you need to send?
  - Paper vs. grants.gov
  - Deadline (specific date-postmarked or in-hand)
  - Where do you send it? One place vs. multiple locations
  - Cover letter and forms- What is the requirement?
  - What budget forms are included? 124, 124A for EPA
  - Find a checklist if they have one.
  - Attachments- Do you have all that they required? 501c3? Letter of support?

What Can Be Found in the Appendix?

- 501c3 letter
- Board of director's list
- Annual reports/audits
- Letters of support
- Letters of commitment
- Organizational charts
- Maps
- Other references

The Basics of Writing (cont.)

- Be careful with acronyms and jargon.

- Have one main grant writer-but get help from many.

- Spell out at first, switch to acronyms later and then do a few reminders at the end.

- Need more room?
  - Where possible, condense spacing.
  - Arial Narrow
  - Condense headings.

- Give yourself adequate

time to write.
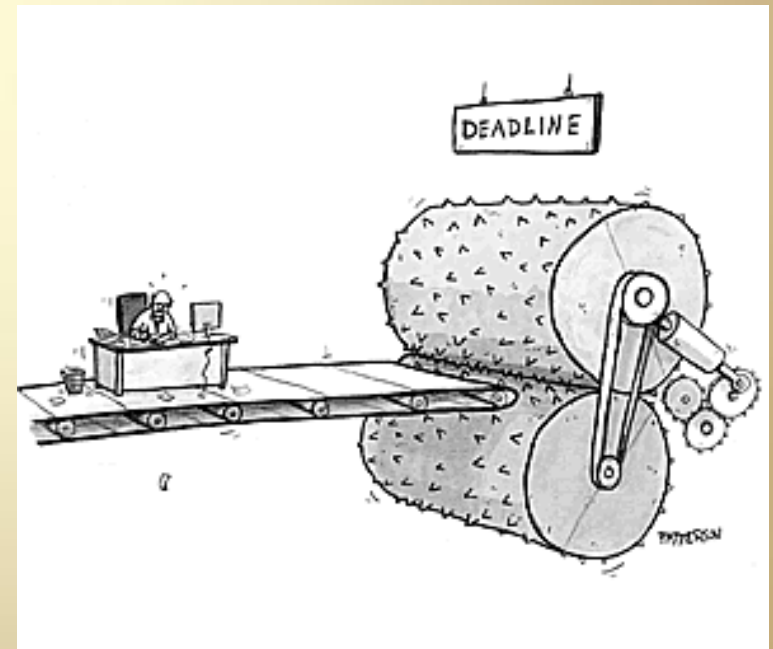
Other Goofs

- Don't ask for things that are ineligible expenses.

- If you have submitted in the past and are updating support letters, change the date, addresses, etc.

- Make sure that your titles, lettering, numbering,. etc., match the guidance. Mismatching can fatigue a reviewer.

- Provide references for facts that were provided (try to keep within the last 3 years).

Government Grant Tips

- Guidance can be 100+ pages, but you still gotta read it ☹ (Yes, this deserves an emoticon.) .

- Within that grant guidance, you can find priorities, scoring criteria and other golden nuggets to help you.

- Make sure that you strictly adhere to the page limit.

- Excess pages are torn off and not considered.

Government Grant Tips (cont.)

- Most want single-sided so they can easily copy for multiple reviewers.

- Some federal grants require copies be sent to the region and headquarters.

- Some want submission through Grants.gov.

- If using grants.gov for the first time, get started early- can take 2 to 3 weeks to get account set up.

- If at all possible, don't wait until the last minute. Grants.gov can crash.

- Grants.gov has gotten an overhaul.

- Video on changes- http://youtu.be/8HLFoOoVGQY

Government Grant Tips (cont.)

- Watch how they want the budget and how much match they want you to provide.

- Look at the scoring rubric if it is included in the guidance.

- Watch the points allotted for each of the sections. That should give you an idea of how much space to give it.

- Get copies of successful proposals.

- Federal reviewers are not required to look at the appendix, so don't depend on it to give info.

Government Grant Tips, cont.

- If you write grants often, consider setting up a grant database of information used frequently including:
  - Programmatic capability information
    - Bios
    - Past grant performance
    - Program results
  - Statistics used in your program area-employment numbers, environmental stats, poverty levels, education levels, etc.
  - Sample support letters
- You can get creative with funding sometimes.
- Redundancy is ok in federal grants.

Remember

- Be brief.

- Be concise.

- Be specific.

- Avoid jargon.

Grant Review Process

"Agreed. We fund only those proposals we can understand."

Review Process Revealed

B. Review and Selection Process:

1. Review Process: Eligible proposals will be reviewed by the Region's review panel. The review panel will be composed of P2 program staff in the Region and may include staff from other Regional program offices. Each Region will draft evaluation forms to score proposals and document comments. The evaluations will be based on the evaluation criteria and point scoring found in Section V.

2. Selection Process: Following the Region's evaluation, applicants will be notified by the Region of their status. The highest ranked *proposals from each Region will be recommended for funding. A memorandum listing the selected proposals and explaining the selection process will be forwarded to the Selection Official.*

3. Final Funding Decision: Final funding decisions will be made by the Selection Official based on the rankings and preliminary recommendations of the regional evaluation team. In making the final funding decisions, the Selection Official may also consider programmatic priorities and geographic diversity when allocating funding. Final concurrence is required from the EPA Headquarters Pollution Prevention Division Director or Deputy Director in order for selected grants or cooperative agreements to be processed for funding. Once final decisions have been made, a funding recommendation will be forwarded to the EPA Award Official.

Check Your Grant Guidance

A. Evaluation Criteria: Eligible proposals will be evaluated on the criteria noted below. Proposals can receive a maximum score of 100 points.

1. Programmatic Capability and Past Performance **[12 points]**

a. Programmatic Capability (Section I.B.4) **[6 points]:** Proposals will be evaluated based on the quality and extent to which the applicant clearly describes their organizational experience and resources to perform and support the successful completion of the proposed project(s). This includes experience achieving project objectives (Section I.B.4.a) and staff qualifications (Section I.B.4.b.).

b. Past Performance (Section I.B.5) **[6 points]:** Proposals will be evaluated based on the factors described in Section I.B.5 including the quality and extent to which:

　　(i) The applicant demonstrates it has successfully performed and managed federally-funded assistance agreements (federal grants and cooperative agreements and not contracts) of similar size, scope and relevance to the proposed project within the last three years. **[3 points]**

　　(ii) The applicant has complied with reporting requirements under these agreements including submission of acceptable final technical reports. **[3 points]**

Threshold

- Guidance should give clues on scoring
- Some reviewed on regional level, some national, some have both
- Some grants have threshold criteria- pass/fail
- If not met, it is eliminated

Reviewing/ Scoring

- Reviewed by panels of 2-3 people who assign scores, reviewer make comments
- Many require a 10-point consensus so reviewers have to conference and agree
- Reviewers may take into account special priorities set out by the agency in scoring
- Grants are assigned a score- average of the three reviewers
- Grants are sent to headquarters, Congress, etc. for approval

Funding

- Grants are funded down the slate until they run out of money.
- They have the ability to partially fund in order to fund more grants.

Feedback

- If your grant is not funded, you can request feedback- won't get score in some cases, but will get comments .
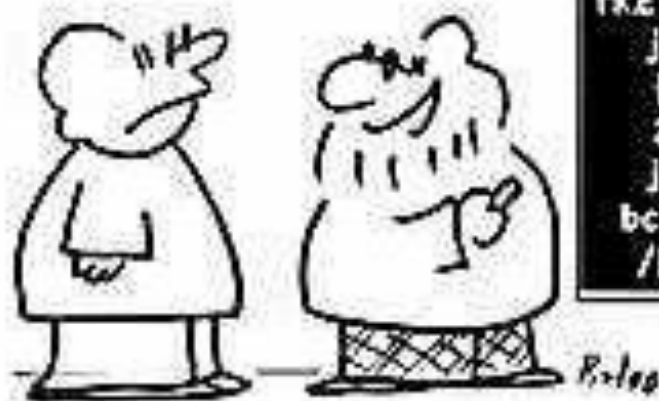
Other Notes on Scoring

- Identify your information sources (does not have to be formal annotation unless specified).

- A word on data sources

- Spelling errors don't count against you, but they don't do you any favors.

- Always write your

grant with the reviewer

in mind.

Be Careful What You Wish For

- Federal grants are lots of work.

- There are quarterly/semiannual reporting requirements.

- Enter into a cooperative agreement.

- If the project is something that is a real stretch for your agency, consider your application carefully.

"It's a foolproof formula for writing grant applications."

Grant Writing

Cover Letters, Abstracts, Introductions and Communicating Need

Cover Letter

- Description of project

- Eligibility if a federal grant

- Project fit to funder's mission

- Contact person could be the writer or head of an agency

- Contact person should be in the know about your proposal

- Watch length- 1-2 pages unless otherwise specified

Abstracts

- Some grants require an introductory abstract.
- This and cover letters should be the last thing you write.
- It will be the first things they read.
- It may be the only thing some funders read and uptake.
- Make sure it is powerful .
- This should make you want to read the rest of the grant.

What Should Be in an Abstract?

- Who are you and what do you do?

- What do you intend to do? – Project, population served, purpose, what need is met?

- Why is the work important?

- How are you going to do the work?

- What will be accomplished?

- What are the costs?

- Why is your organization a good fit for the project?

Introduction-Who Are You?
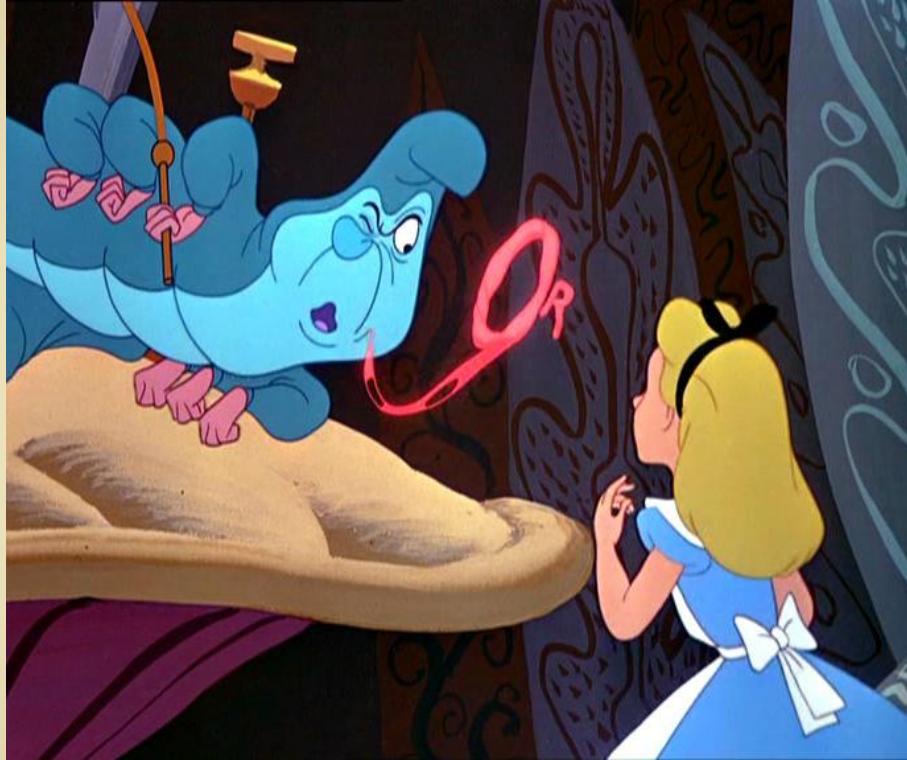
Why Is the Intro Important?

- It establishes who you are and your abilities to carry out a grant.

- It's one of the first things that they read and can color the rest of the grant- Make a good first impression.

- If you are working on a federal grant, you may do a small intro in the beginning and then more detailed info in "Programmatic Capability."

Build Your Agency's Credibility- You May Want to Mention

- How did you come into being?

- What are your goals, objectives, mission, etc.?

- How long have you been in existence?

- What have you accomplished?
  - If you are fairly new, mention accomplishments of board members, exec. director, other key staff prior to your agency.
  - How are you working toward goals and objectives?

- Have you had successes? Mention those, especially if they relate to funder's area of focus.

Credibility (cont.)

- Does your agency do things differently? How do you stand out in the crowd? Are you innovative in some way?

- Who has your back? Mention financial and collaborative support from donor's organizations and individuals.

- Are letters of endorsement allowed as attachments?

- If at all possible, use quantifiable data.

- Have you received honors?

- Model projects

Credibility Info to Keep at Hand

- Are there leaders in your agency's field who could be quoted about the importance of services you provide?

- Statistics that can prove your track record- If you are not evaluating, you'd better start.

OK

The Center for Strategic Initiatives has served the Anytown community for many years and is dedicated to helping improve the livelihood of Anytown's citizens. Our center provides employment resources and adult education.

Better

The Center for Strategic Initiatives, a nonprofit economic development agency, has served the Anytown community since 1945, and is dedicated to increasing employment opportunities, civic engagement and education access. Since inception, the center has reached more than 2,000 clients, created 750 work opportunities and provided over 400 adult education classes. Recently, Kentucky Governor Steve Beshear called the center "a comprehensive resource that has brought about positive economic and social change in Anytown."

Your Community: Painting a Picture

- Reviewers often know little to nothing about the state/town you serve.

- Paint a picture of your area to help imprint it on their minds.

- This helps your application stand out.

- Is there something special or unique about your town?

- Try to find something the reviewer can relate to.

Painting a Picture

Letcher County is located in the "Heart of the Hills" in Southeastern Kentucky. Three of the Eastern United States' major rivers - the Kentucky, the Cumberland, and the Big Sandy – have their headwaters in Letcher County. Even after Daniel Boone and other settlers made their way into this area in the 18th century, Letcher County remained largely isolated until the 20th century when railroads reached into the hollows to extract the coal buried in the hills. Large corporations, like US Steel and Consolidated Coal, quickly built mining camps along the rail line and the first half of the 20th Century brought ten of thousands of immigrants to work the mines along with local farming families. This era is reflected in the film about country music singer Loretta Lynn, "Coal Miner's Daughter," which was filmed in Letcher County in the late 70s.

Problem/Need Statement

Creates the case for your services and funding.

Problem/Need Statement

- What is missing from your program that is needed by your clients?
- What aren't you doing well because of lack of funding?
- Clearly related to your vision/mission.
- Supported by statistical evidence.
- Contains some emotion, but not a tear-jerker.
- Start the section with a zinger.
- Simple documentation unless a federal research grant.

Collecting Data To Support Need

- Research and preparation are the most time-consuming parts of a grant.

- Do you have the most up-to-date data?

- What is the source? Reliable? Recognized? Does it address the needs in the RFP?

- Is it easy to make the connection between the data and the needs in the RFP?

- Does the data define the need of the target population?

- Data should be clear and convincing.
- State and national numbers are great for comparison but should not be used exclusively to state your need.
- Local data is the strongest and most persuasive.
- No Wikipedia, please.

	Park Hill Corridor (project focus area)	West Louisville (project impact area)	Louisville MSA	Kentucky	US
			Project Area Statistics		
Population	5,096	75,733	1,025,598	4,041,769	281,421,906
African-American, %	80.6	69.0	13.8	7.3	12.3
Unemployed, %	16.0	12.1	4.6	3.5	3.7
Population Below Poverty Level, %	47.6	34.9	10.9	15.8	12.4
Source: Bureau of Census, 2000					

For a state grant

	State	National
Population	4,339,367[1]	308,745,538[1]
Unemployment (Sept. 2010)	10.2%[2]	9.6%[2]
Poverty Rate	18.4%[3] (The poverty rate reaches up to 45% in select Appalachian counties and up to 35% in the Rubbertown neighborhood of Louisville)	14.3%[3]
Percent Minority	12.2%[1] (Select census tracts in "Rubbertown" area of Louisville are up to 98% African American.)	26.7%[1]
Children in Poverty	26%[6] (Ranking 48th among the states) [6]	20%[6]
Children in Extreme Poverty (family income < 50% of federal poverty level)	12% [6] (Ranking 47th among the states, 3-way tie) [6]	9%[6]
[1]2010 U.S. Census census.gov; [2]Bureau of Labor Statistics bls.gov; [3]2009 American Community Survey census.gov/newsroom/releases/archives/income_wealth/cb10-144.html; [4] U.S. Census/Kentucky State Data Center http://ksdc.louisville.edu/; [5]U.S. Census 2005-2009 American Community Survey census.gov; [6]Census Bureau (2009 data), summarized by Annie E. Casey Foundation kidscount.org		

Need Statement Writing Tips

- Make the statement easy to read-simple sentences, short paragraphs and utilize commonly used words.

- Avoid technical jargon.

- Use strong words to communicate need, but don't over-exaggerate.

- Don't overwhelm. Don't present a nightmare scenario if you are not funded. Funders don't like to be threatened.

- If you are presenting a lot of data, use charts, graphs, etc., to simplify.

- Make sure to include language that links the identified need to your program's services.

- If the grant money is for continuation or expansion of a program, provide data and outcomes of program benefits.

- Don't criticize other organizations to make yourself look good.

Programmatic Capability

A. Evaluation Criteria: Eligible proposals will be evaluated on the criteria noted below. Proposals can receive a maximum score of 100 points.

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    (i) The applicant demonstrates it has successfully performed and managed federally-funded assistance agreements (federal grants and cooperative agreements and not contracts) of similar size, scope and relevance to the proposed project within the last three years. **[3 points]**

    (ii) The applicant has complied with reporting requirements under these agreements including submission of acceptable final technical reports. **[3 points]**

Programmatic Capability

- Qualified staff
- Sufficient staff
- Physical facilities to accommodate the project
- Furnishings and equipment
- Fiscal and financial stability
- Client-friendly
- Willingness to partner with other organizations

Programmatic Capability

- Section of many federal grants
- May have to list key personnel involved in the projects
- Provide biographies for those individuals
- Provide a list of grants that have been managed in the past
- Verify that you have no adverse findings

Nervous about programmatic capability??? Find yourself a few partners.

Why Partnerships?

- Larger pool of resources from which to draw
- Complimentary skills and experiences
- Safer investment of funds if there is less risk of failure
- Avoid duplication of services
- Evidence of being focused on what is best for the community
- Willing to work as a team
- Can help generate greater program support and community participation

Who Is a Good Fit? Ask.......

- Which organizations have similar missions and visions

- Who already touches your target populations

- What are the organization's motivations

- Can this partner bring needed resources to the table

- Can you work well together and are your expectations of each other reasonable

- Help meet an in-kind grant match

Partnership Planning Worksheet

- Who governs the program activity?
- Who makes budget decisions?
- Who makes programmatic decisions?
- Google one today!

Describing Your Partners

- Name each partner organization.
- What kind of organization is it?
- What are your partner's roles and responsibilities?

Potential Partnerships

- Career Tech
- Community colleges
- Universities
- CBOs
- Police
- Social service agencies
- NPOs
- Parent/PTOs
- Mayor/city officials

- County/state officials
- Chambers of commerce
- Economic development agencies
- State education agencies
- Other federally funded programs

Letters From Partners

SUPPORT

- Good to show community support for a project

- Describe who the letter writer is and what they do in the community.

- How many people do they reach?

COMMITMENT/ PARTNERSHIP

- Stronger

- Shows a commitment of time, staff, resources

- Details of what is to be provided and an estimate of dollar value

- Describe who they are and what they do in the community

- How many people do they reach?

Letter Etiquette

- Should be one of your first tasks in writing
- Give potential partners plenty of time, 2-3 weeks, to produce a letter
- Get hard and electronic copies of the letters
- Make sure that the letter is signed by the highest-ranking person in the organization and that person is made aware of the project.

If Requesting a Letter, Provide:

- The full name of the grant for which you are applying

- The names and physical addresses of the agencies, and contact person(s) the letter of support should be addressed to

- Include your organization's complete physical mailing address and telephone number.

- A brief 2- 3 page summary describing your organization, its service and how grant funds will be used should be included with your request.

- A copy of the project abstract is acceptable.

- List whether the letter of support should be mailed directly to the awarding agency with a carbon copy mailed to your organization or if the letter should be returned directly to you.

- Deadline. What is the date the letter needs to be returned to you or submitted to the awarding agency?
- Can provide a sample, but watch out. You may get letters that all sound the same.

- Or, just write it for them.

Remember

- Sometimes they call partners and ask questions, so prepare them.

- Give them a copy or summary of the grant after it is submitted.

Program Design and Implementation

"I'm a fiction writer in the grant-proposal genre."

Elements of Program Design

- Who's the target of services?
- Work Plan
- Advertising and Recruiting
- Information dissemination
- Determining eligibility of services
- Monitoring Activities
- Timelines

Who's Your Target

- Who is being served by your program/project?
- Describe the potential participants.
- Any geographical boundaries
- Socio-economic factors
- Age groups
- Male/Female

Our program is geared toward Anytown middle school students that receive free or reduced lunch.

Details-The Work Plan

- If the person who wrote the grant were to leave, anyone in the organization should be able to pick up the plan and carry it out.

- What are the services that will be provided?

- What is the subject matter?

- When will it be available?

- Who will be performing the functions?

Attracting People

- Advertising and recruiting
- How do you get people to look at your services?
- How do you get them to take part in a program?

Once you get them there, how do you keep them engaged?

Advertising and Information Dissemination Avenues

- What is your plan for outreach?

- Make sure your method of outreach is suitable for your target population.

- Traditional methods:
  - Newspapers
  - Websites
  - Radio/ PSAs
  - Direct mail
  - Public meetings
  - Other organizations meeting/ presentations
  - Flyers

Social Media: The Holy Grail of Cheap and Easy Communication

- If my dad has a Facebook page, so does most everyone else.

- Create a FB page for your project, school group or brownfield site.

- Post pictures of meetings.

- Tweet from meetings and gatherings.

- Post videos of meetings, interviews, news stories, etc.

- Blog about activites.

- Have people comment on planning and ideas.

- **FREE** and easy to use, but make sure you post often to keep people involved.

Eligibility

- How are you going to decide who participates in your program?

- What are your decision-making guidelines?

- What are your priorities?

- Think about a matrix.

- Take the time to create a thorough intake/ decisions-making process.

Monitoring Activities

- How will you track progress?

  - **Quality Control**- Are services being delivered as promised and are they provided at an acceptable standard?

  - **Fiscal**- Are you following the budget? How will you track those expenditures?

Timelines

- Gives the funder an idea of what will happen when
- Helps you solidify the process in your mind
- Help organize the troops

What's Included in a Timeline?

- Staff hiring and training
- Marketing and client research
- Education/materials development
- Client assessments
- Data collection for baseline
- Service delivery
- Reporting of progress
- Close out of grant

Timeline

Summary Timeline Anytown Youth Program											
Program Activity	**Month**										
	Jan.	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Lifeskill Training Modules		▬▬▬▬▬▬▬						▬▬▬▬▬▬▬			
Job Training			▬▬▬▬▬▬▬▬▬▬								
Responsible Parenting				▬▬▬▬▬▬							
Social Intervention		▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬										

Summary Timeline
Anytown Youth Program

Program Activity	Month										
	Jan.	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Lifeskill Training Modules		X	X								
Job Training			X	X	X	X	X			X	X
Responsible Parenting	X	X				X	X				
Social Intervention		X	X	X	X	X	X	X	X	X	

Task	Time Line	Status
Develop Outreach Strategy	October 2009	Pending
Arrange Stakeholder Meeting	October 2009	Pending
Identify Participant Mailing List	November 2009	Pending
Develop Pre- and Post-Workshop Survey	December 2010	Pending
Develop Workshop and Outreach Materials	January - March 2010	Pending
Arrange Workshop Logistics	January 2010	Pending
Stakeholder Review of Materials	March 2010	Pending
Send Pre-Workshop Survey	January 2010	Pending
Compile Pre-Workshop Survey Results	March 2010	Pending
Conduct Workshops	April - June 2010	Pending
Administer Post-Workshop Survey	October - December 2010	Pending
Compile Outputs and Outcomes	February 2011	Pending
Prepare Final Results Report	March 2011	Pending
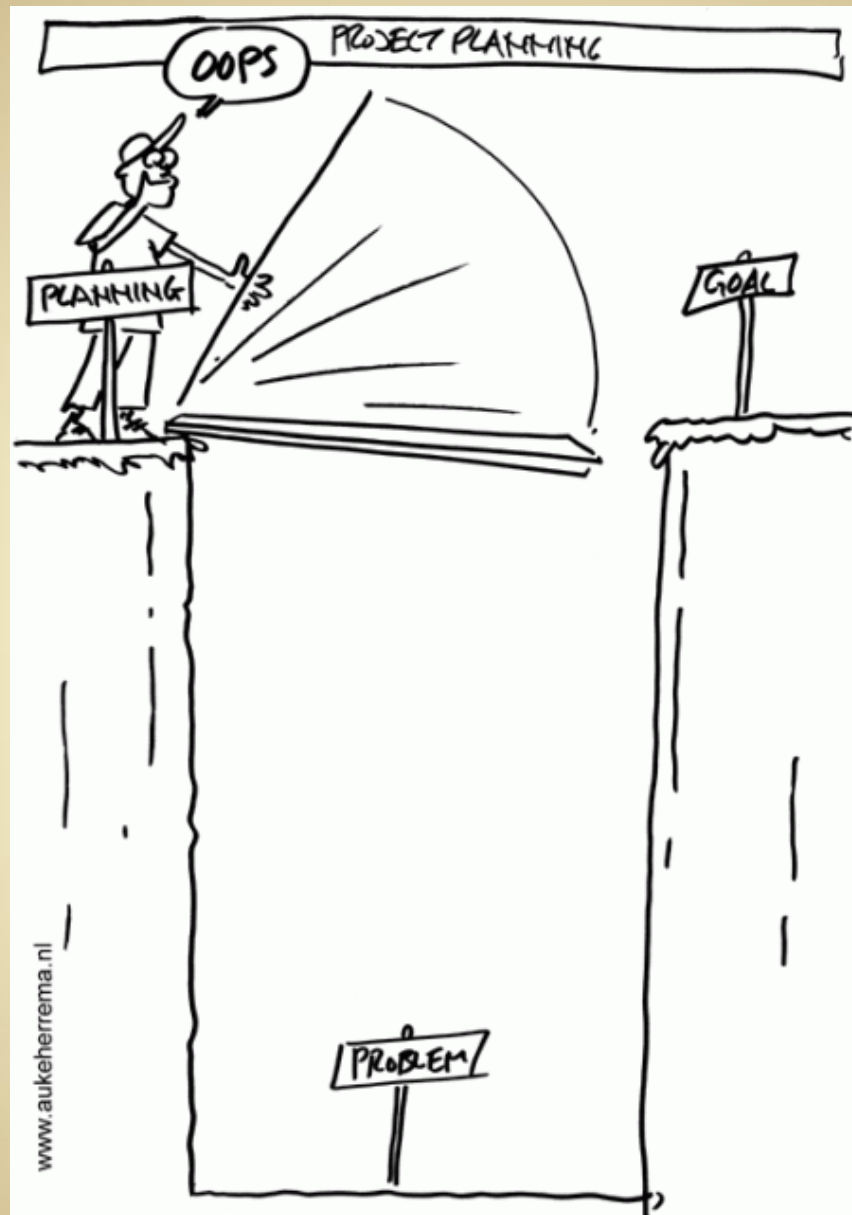
Grant Writing

Program Evaluation
How to track and measure your success

Why measure performance?

- They require it.

- The people that you serve deserve quality service.

- You need to prove your results.

- Your boss and governing body need it.

- It helps secure funding down the road.

- Improves your credibility.

- Proves that you are worth the money they spent on you.

Win One For the GPRA?????

- Government Performance and Results Act (1993)
- Performance measurement that
  - Ensures government agencies achieve performance goals
  - Improve efficiencies
  - Identify areas for improvement
  - Improve service delivery

Two Types of Measures

OUTPUTS-products or services delivered (product of work)

- Miles of roads paved
- Reports compiled
- Meals served
- Training programs held
- Number of patients treated

OUTCOMES-Results of the work (events, occurrences, changes that occur as a result of your work)

- Increased test scores
- Reduced crime
- Reduction in traffic accidents
- Decreased secondary infections in a hospital

Outcomes are the reason that you exist. They should be linked to your mission.

The number of patients treated and discharged from a state mental hospital (output indicator) is not the same as the percentage of discharged patients who are capable of living independently (outcome indicator).

Types of Outcomes

INTERMEDIATE OUTCOMES- Outcomes expected to lead to the ends desired, but not the ends themselves

- People completing a voluntary work training program and show increase in knowledge.

- Number of people who started an exercise program, followed it and showed initial weight loss.

LONG-TERM OR END OUTCOMES- The desired results of the program

- Increased employment

- Improved overall health- reduced heart disease rates, diabetes, blood pressure, etc.

Service Quality-A special intermediate outcome

- Timeliness with which a service is provided

- Accuracy of assistance

- Customer satisfaction with a particular service

- Initial knowledge gained, measured through pre and post-tests

Logic Model

Inputs	Activities	Outputs	Outcomes- Short-term, intermediate and long-term
• Money • Staff • Volunteers • Facilities • Equipments • Supplies	• Shelters • Training • Education • Counseling • Mentoring	• Classes taught • Counseling provided • Materials distributed • Hours of service delivered • Participants served	• New Knowledge • Increased skills • Changed attitudes ⬇ • Modified Behavior ⬇ • Improved condition • Altered Status

Good Performance Measures Are

- Matched well with your program objectives.

- Quantifiable (use specific numbers and or/percentage).

- Accessible (you can get to and properly use the data).

- Timely.

- Realistic (given the scope of your program).

Poor Measures

Program Objectives

1. Good attendance in program classes
2. Participating fathers better support their children
3. Increased adult literacy

Performance Measures

1. Student attendance
2. Improvement in support to children participating in the program
3. Improvement in adult literacy

Good Measures

Program Objectives

1. 35 parents will successfully complete the parenting educational curriculum
2. 85% of participants maintain or improve their report card grades
3. 50% increase in child support collections from participants

Performance Measures

1. Number of parents who successfully complete the parenting education program
2. Percent of participants that maintain or improve their report card grades
3. Percent increase in child support collections from participants

Accessibility

- It's not a good indicator if you can' t collect it or analyze it.

- Make sure that you have easy access to all of your measures.

Timely

- Many grants require regular reporting through the project period.

- Performance measures should include information that you can gather during the grant period.

- Include all outputs and early client outcomes.

Realistic

- Objectives and outcomes should not be beyond your scope and ability.

  - During a one-year period, you will increase the adult literacy rate by 10%.

  - During the project period, the unemployment rate will decrease 20% because of your efforts.

  - There are too many circumstances out of your control that can impact these indicators.

Measurement Plan Should Include These 4 Steps

- **Create your performance measurements**-outputs and outcomes.

- **Collect your data**-ID your sources and a collection process for each measure.

- **Analyze your data and reporting results**-How are you going to turn raw data into useful info?

- **Use your results to make improvements**-Using your results, identify improvement opportunities and make them.

Data Collection Methods

QUANTITATIVE/ OBJECTIVE

- Surveys
- Pre and post-tests
- Service records
- Interviews
- Activity logs
- Case reports
- Performance reports

QUALITATIVE/SUBJECTIVE

- Testimonials
- Anecdotes
- Success stories
- Observations

Grant Writing

Budgets

Repeat after me:

Budgets are not impossible.

Budgets are not evil.
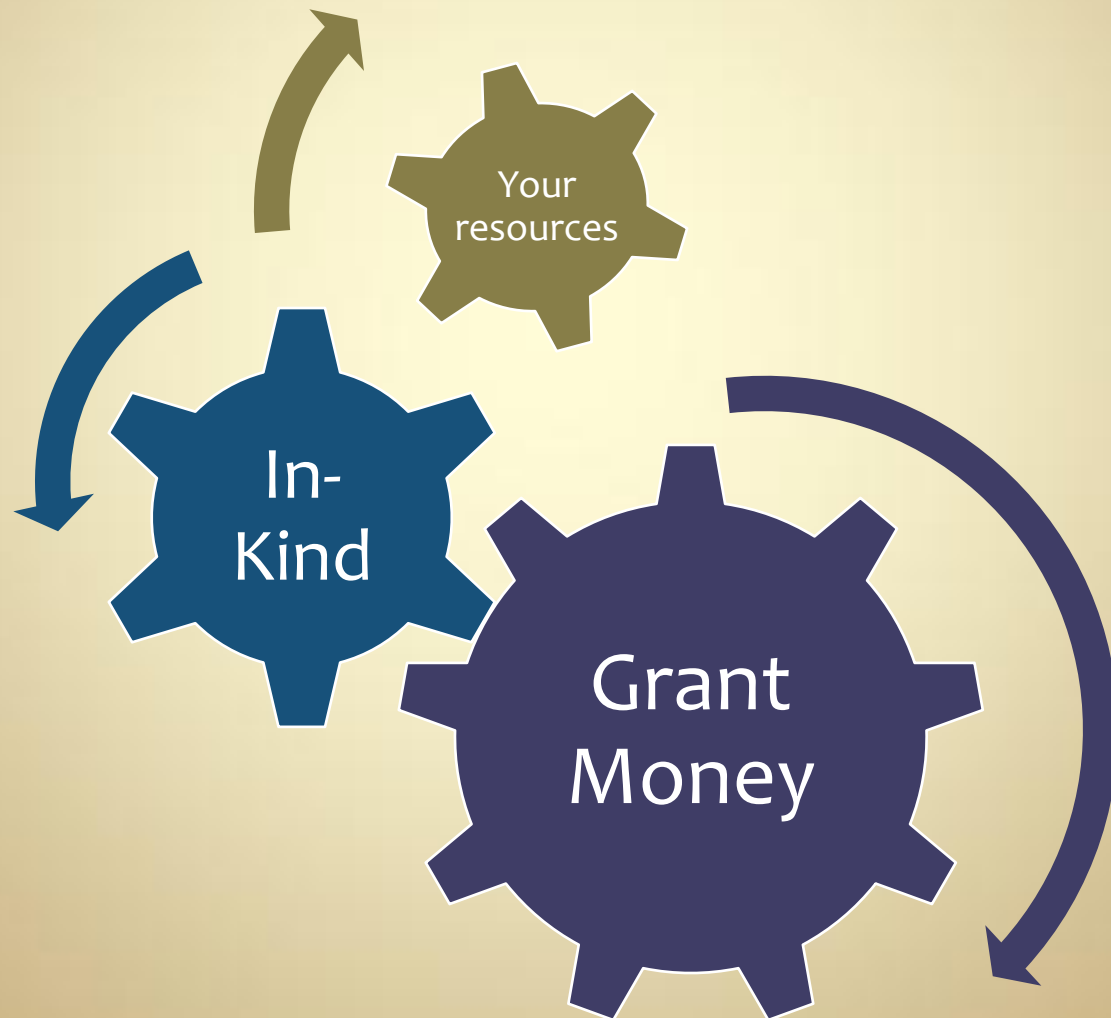
Budgets weren't created to torture me.

I can do this (I think).

BUDGET ISSUES?
Take what you've got and make it work

Putting It Together To Make Your Project Work

Your resources

In-Kind

Grant Money

Budget Section

- Chart of expenses
- Details of match/cost share if required
- Details of budget categories in narrative form

Budget Categories

- Salaries
  - Many grants don't cover administrative needs, but do cover programmatic.
- Employee Benefits/Fringe
- Professional/Contract Services
- Supplies
- Property
- Travel

Budget Categories Explained

Description of Object Class Categories

- **Personnel:** Indicate salaries and wages, by job title, of all individuals who will be supplemented with the grant funds.

- **Fringe Benefits:** Indicate all mandated and voluntary benefits to be supplemented with the grant funds.

- **Travel:** Indicate the number of individuals traveling, destination of travel, number of trips, and reason for travel.

- **Equipment:** EPA regulation and policy define equipment as tangible, non-expendable personal property having a useful life of more than one year and an acquisition cost of $5,000 or more per unit (40 CFR 31.3). The figure of $5,000 would represent the total cost of the equipment purchase or of the lease. Note that not all funding programs allow for the purchase of equipment and some programs encourage leasing rather than purchasing equipment. If your project requires the purchase of equipment, you are encouraged to check with the Regional Pollution Prevention contact prior to submitting your proposal to ensure that the equipment purchases are allowable.

Administrative vs. Programmatic

ADMINISTRATIVE

- General administration of the funded program. Includes accounting and payroll.

- Salaries and indirect costs associated with performing administrative functions

- Activities related to eligibility determinations

- Preparation of program plan, budget and schedules

- Program monitoring

- Supplies, equip., travel, office space, etc., related to administration

- Pushing paper at a desk= administrative

NONADMINISTRATIVE A.K.A. PROGRAMMATIC COSTS

- Direct costs of providing program services, including client activities, assessment, project management

- Salaries and indirect costs associated with performing service/program functions

- Supplies, equip., travel, office space, etc., related to performing service functions

- Technology/management information systems not related to payroll, personnel or other admin. functions

Developing a Budget

1. Identify and study budget instructions and guidelines.

2. Read them and form a checklist of info to gather- salaries, supply costs, etc.

3. Determine what you need to carry out project- number of participants, staff hours, etc.

4. Develop a budget table listing expenses for each key category.

5. Complete your budget narrative.

What You Need

- Be realistic with capacity limits (facilities, staff, equipment, etc.). Overpromising can impact service quality.

- Estimate the demand for your services- Overestimating demand can cause your costs to be too high for the services provided.

Fuzzy vs. Specific

FUZZY

- Travel= $324
- Supplies= $300
- Personnel/Salaries= $16,849

SPECIFIC

- Travel: Local mileage for project director
  - 100/mi/mo @ .27/mi x 12 mos

- Supplies= pens, pencils, paper clips $100/person/per year @ 3 people= $300

- Personnel/Salaries=
  - Director - 25 hrs x $39.26/hr
  - Project Manager - 75 hrs x $28.40/hr
  - Env Scientist III - 450 hrs x $28.10/hr
  - Env Education Spec - 73 hrs x $20.19/hr
  - Internal Policy Analyst – 20.3 hrs x $24.88/hr

Communicating Your Budget

Budget Category	Professional Trainings	Brownfield Assistance Team and Inventory	Visioning Exercises	Sustainability Institute	Technical Staff to Support Sustainability	Production of Educational Materials
Personnel	50,000	50,000	100,000	100,000	300,000	87,500
Fringe Benefits	14,000	14,000	27,250	27,250	100,000	25,000
Contractual	50,000	0	200,000	250,000	0	50,000
Travel	8,000	5,000	8,000	8,000	10,000	
Supplies	1,000	1,000	1,000	1,000	1,000	1,000
Equipment	1,000	1,000	1,000	2,000	3,000	2,000
Total	124,000	71,000	337,250	388,250	414,000	165,500

Provided personnel breakdown in narrative.

Object Class Categories	(1) Federal Funds	(2)Non-Federal Match Funds
Personnel/Salaries Director - 25 hrs x $39.26/hr Project Manager - 75 hrs x $28.40/hr Env Scientist III - 450 hrs x $28.10/hr Env Education Spec - 73 hrs x $20.19/hr Internal Policy Analyst – 20.3 hrs x $24.88/hr	$932 $2,024 $12,013 $1,400 $480 **$16,849**	$49 $107 $632 $74 $25 **$887**
Fringe Benefits 25% of salaries - Includes FICA, health, life and retirement	**$4,212**	**$222**
Travel	**$0**	**$0**
Equipment	**$0**	**$0**
Supplies	**$0**	**$0**
Contract Costs*	**$3,800**	**$200**
Other Costs	**$0**	**$0**
Total Direct Costs	**$24,861**	**$1,308**
Indirect Costs	**$5,745**	**$302**
Total Project Costs	**$30,606**	**$1,611**
	$32,217	

Develop Narrative

- Your chance to relate budget to your objectives
- Provide detailed breakdown of costs
- Provide sufficient detail so the reviewer understands how various items were calculated
- Are you hiring a new employee?
- Explain unusual costs

Calculating Match/Cost Share

- Most federal grants have a cost share.

- Can't be matched by other federal funds-some exceptions.

- Can be in-kind-office space rental, use of equipment, money from partners, volunteer hours- just be ready to put a price tag on it.

- Cost share for most grants is calculated on total program costs. Watch the language. If you aren't sure, call the funder.

- It's not just the straight math you expect. You have to match your match.

The Math

- Look at the amount of your total direct costs.
- Divide that amount by the percentage of the project to be funded by the grant.

$150,000 divided by .90 for a 10% match

- This gives you a total cost for the project.

$166,667

- Subtract the amount of the grant funds you are requesting from the total.

For Instance

CONVENTIONAL WISDOM

- Say you have a 10% match for $100,000.

  - Ten percent of $100,000 is $10,000 so your match is $10,000 and total cost is $110,000.

  - This may be the case for a few grants, but for most federal grants, it would be wrong.

GRANT WISDOM

- $100,000 ÷ .90= $111,111

- $111,111- $100,000= $11,111

- So, your match is $11,111.

Important!!!!

- Make sure your budget columns add up.

- Watch how they want you to calculate match.

- You can only get indirect costs from federal grants if you have negotiated an indirect cost agreement.

- Use in-kind even if it isn't required. Shows a commitment by the organization.

- Unusual request- Provide justification in appendix.

- Watch for webinars regarding the grant. It's a great place to find out how much they usually fund.

- Can you use this funding to leverage other funding?
- Waivers-communicate need but not desperation.
- How are you going to maintain the program after the money is gone?
  - Membership fees, user charges, local organizations, other grants, traditional fundraising efforts, telethons, etc.

BUDGET CRISIS

"Balancing the check book" claims yet another victim.

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Grant Writing

Resources

Identifying Grant Funding

- Grants.gov
- Federal Register
- Catalog of Federal Domestic Assistance
- The Foundation Center- http://foundationcenter.org/
- Schoolgrants.org
- Grantwrangler.com
- Chronicle of Philanthropy- http://philanthropy.com

Info Sources

- Grant glossary of terms-Federal

http://www.grants.gov/help/glossary.jsp

- Grant Glossary-Foundation

http://www.foundationcenter.org/getstarted/tutorials/gfr/glossary.html

Census Bureau-www.census.gov

Kids Count-

http://www.aecf.org/MajorInitiatives/KIDSCOUNT.aspx

- Federal Statistics- www.fedstats.gov
- National Center for Education Statistics-
http://nces.ed.gov/edstats/

"I know, but all promises are off when Daddy's writing his grant proposals."

Grant Review Exercise

Grant Background

- 15-page limit on the grant

- 100 points total

- Pay attention to desired program objectives and criteria for the narrative.

We will

- Score according to criteria.

- Try to come to a consensus on scoring.

- Report out.